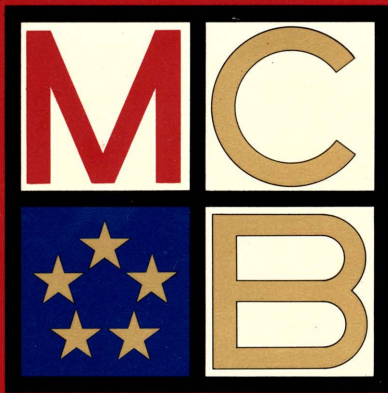
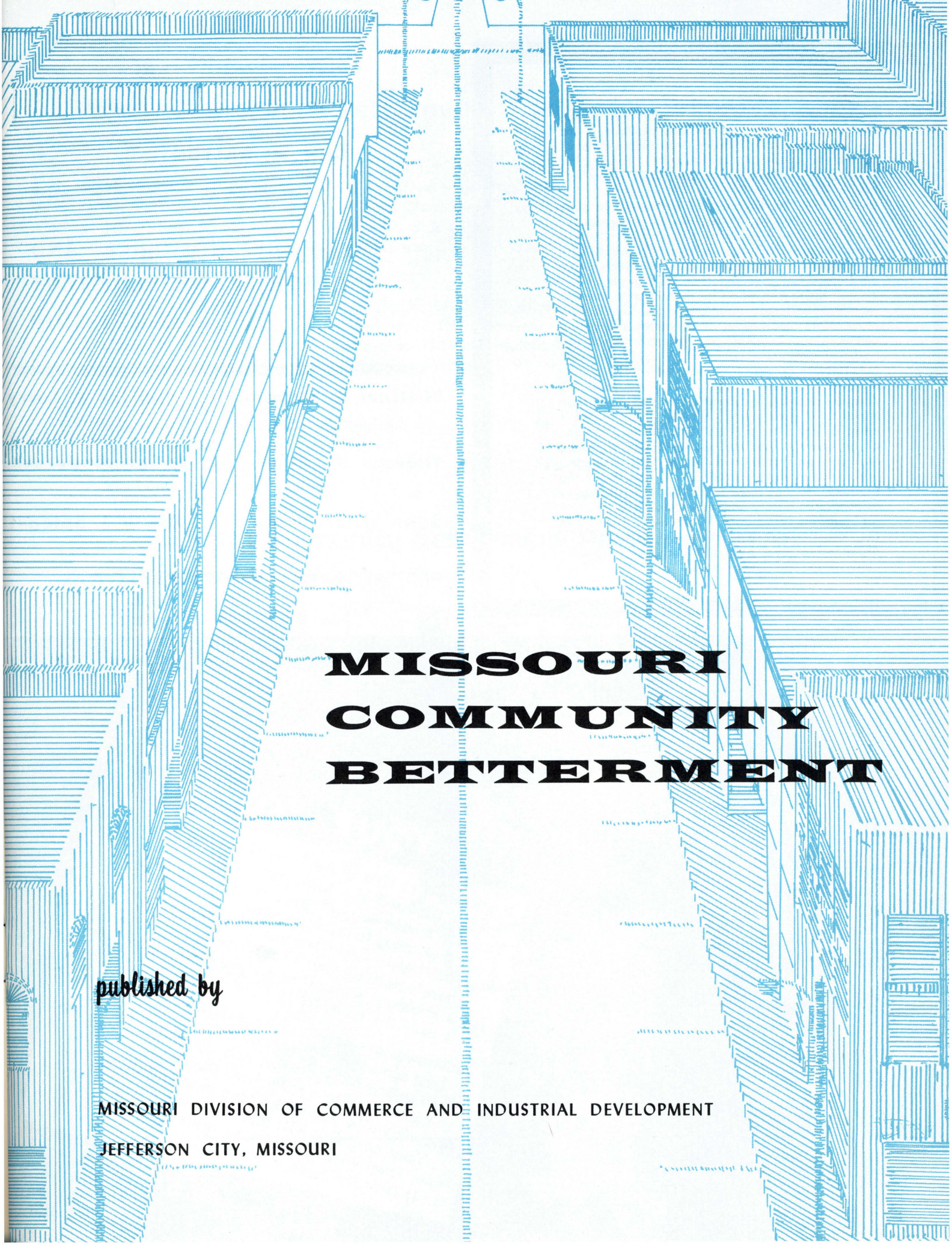


no Community Development



**MISSOURI
COMMUNITY
BETTERMENT**

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MISSOURI COMMUNITY BETTERMENT

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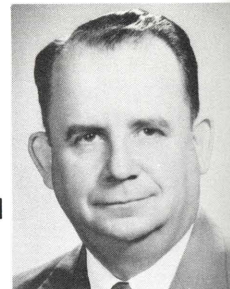
MISSOURI DIVISION OF COMMERCE AND INDUSTRIAL DEVELOPMENT
JEFFERSON CITY, MISSOURI

The Missouri Division of Commerce and Industrial Development was created by law in 1961 to promote the development of the State of Missouri and all of its resources in order to provide a dynamic and balanced economy for the state. For specific information or assistance contact directly the following sections:

INDUSTRIAL DEVELOPMENT -- for aid to communities in preparing themselves for new industry, and for assistance to prospective industry in its search for plant locations in Missouri. **AVIATION** -- for technical and promotional assistance in development of civil aviation facilities and services. **RECREATION** -- for assistance to existing recreation and resort associations and development of new ones, for working with community groups and with motels, hotels, and resorts in travel and tourist matters. **PUBLICITY AND INFORMATION** -- for preparing news releases and promotional literature for servicing industrial and company requests for information and pictures on travel and vacationing. **PLANNING** -- designated as the State Planning Agency to assist cities, counties, and metropolitan areas in gaining technical assistance toward preparation of a comprehensive plan with use of Section 701 of the National Housing Act. **MUSEUM** -- for a display of Missouri's history and resources. **RESEARCH** -- for preparing information for use by industry in their plant location activities. **COMMUNITY BETTERMENT** -- a program for community self-analysis and self-improvement.

JOHN M. DALTON

Governor



MISSOURI COMMERCE AND INDUSTRIAL DEVELOPMENT COMMISSION

William A. McDonnell

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Charles E. Curry

Secretary

Thomas H. Baird

J. Carl Anderson

John W. Schwada

Edwin J. Spiegel

Lawrence A. Schneider

Director

YOUR TOWN

If you want to live in the kind of a town
Like the kind of a town you like,
You don't have to pack your clothes in a grip
And go on a long, long hike,
For you'll only find what you've left behind,
There's nothing that's really new,
It's a knock at yourself when you knock your town,
It isn't the town - it's YOU.

Real towns are not made by men afraid
Lest someone else gets ahead;
When everyone works and nobody shirks
You can raise a town from the dead.
And, if while you make your personal strife,
Your neighbor will make one too,
Your town will be what you want it to be,
It isn't the town - it's YOU.

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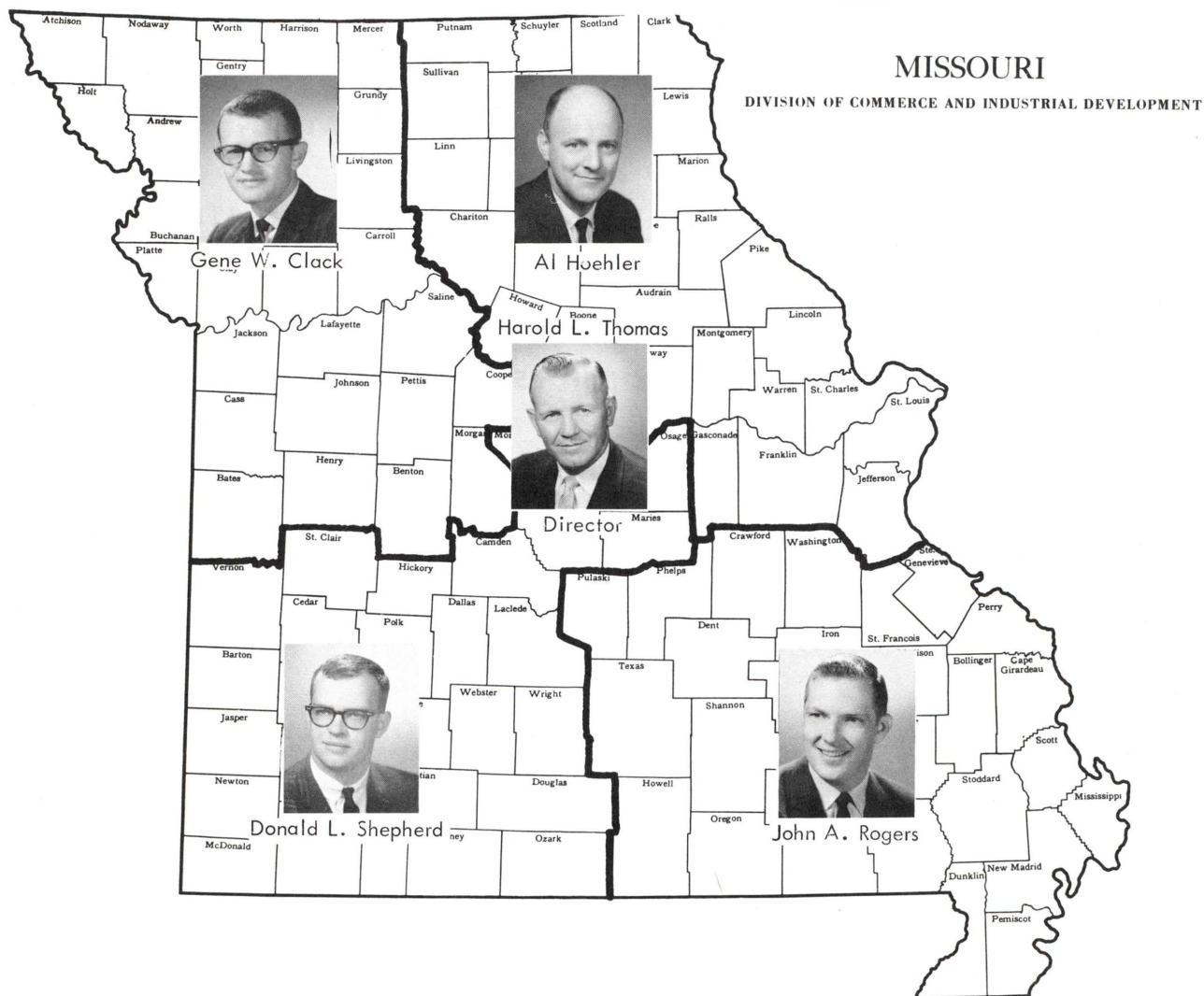
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KANSAS CITY SOUTHERN RAILWAY

MISSOURI BANKERS ASSOCIATION

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Milton Croy, Staff Artist

Lee Rogers

Homer Jones



What Is Community Betterment?

Initially, we should probably make sure that we agree on what betterment means. As it is applied to this program, betterment means increased prosperity, improved educational opportunity, better streets, more attractive buildings, greater opportunities for existing industries and the attraction of new industries and similar efforts to provide a better place in which to live and prosper.

Undoubtedly there are better academic definitions than the one described but now that all know how betterment is used in relation to the Missouri Community Betterment Program we can get a little deeper into our original subject.

First, it is a program of immediate community self-improvement. The people in the communities, with the assistance and guidance of leaders in business and government, evaluate their town, decide how it can be made a better place in which to live and work, and carry out programs necessary to make the desired changes.

Second, in the process of self-analysis for improvement a community will generally get a much better idea of what it is capable of attaining. If the community is presently unsuited for certain industries or other commercial ventures because of location, size, lack of natural resources such as water, coal, or other minerals, these facts become known and steps can be taken to improve its potential.

The community can plan its efforts to attract businesses and industry best suited for it and concentrate on those programs needed to assure success.

Thirdly, through their work in a program operating on a statewide basis, members of the community can gain a better understanding of what is happening in other communities throughout the state and nation. Through their contacts with professional development people they will have a better opportunity to see how other towns have solved problems they may face in their own community, what the trends are across the country, and develop well-informed ideas as to what the immediate and long range goals should be in a community which wants to keep up with a changing world.

Why Community Betterment?

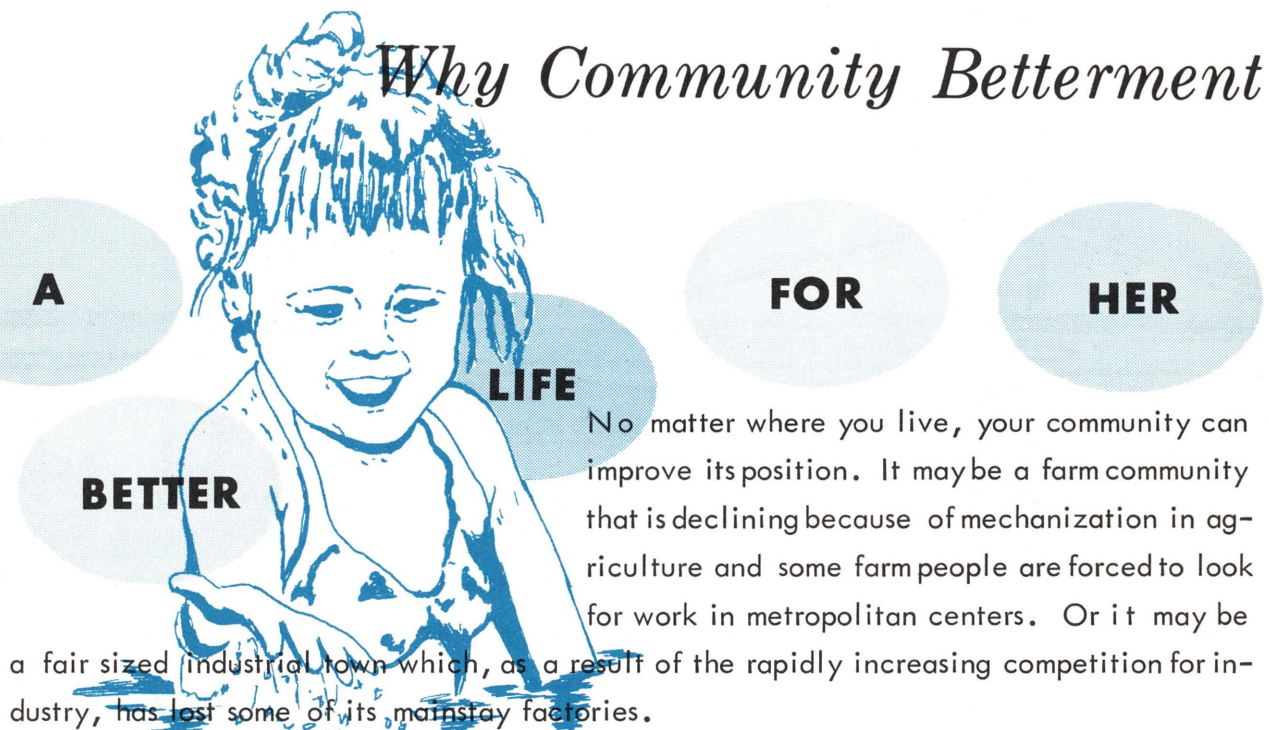
A

FOR

HER

LIFE

BETTER



No matter where you live, your community can improve its position. It maybe a farm community that is declining because of mechanization in agriculture and some farm people are forced to look for work in metropolitan centers. Or it may be

a fair sized industrial town which, as a result of the rapidly increasing competition for industry, has lost some of its mainstay factories.

Possibly your town doesn't fall into either of these patterns--yet some things can be improved to make certain you are getting your full measure of prosperity and growth. A little looking around will show that you can't afford to be complacent. This is a fast moving world and the community that rests on its laurels may find tomorrow that laurels are all it has left--the jobs and prosperity are declining.

Some fertile mind may be developing a process or procedure at this moment that will mean the decline of your town's industry, or someone may be developing a tourist attraction miles away that will draw travelers and their dollars away from your area. Like it or not, every community must continue to mend its economic fences if it doesn't want its dollars--and people--straying to greener pastures.

Often a community doesn't realize how important it is to keep its people, especially its young people. Consider these figures. It costs a parent an average of about \$15,000 to \$20,000 to give a boy or girl an education. You want to give the youngsters this education regardless of where they may go after graduation, but in the scheme of community economics this education is an investment in the future. You educate the children as a means of assuring greater prosperity for them and the resulting greater prosperity for the community.

How great is the loss if the youngster decides to take his \$20,000 education to some other community or state. Well, first of all you have lost your investment; secondly, you have lost your long-range return on the investment--the money this young man or woman would earn and put back into circulation in the community. Today it is generally estimated that the life-time earnings of a high school graduate will be about \$250,000.



Who's Program Is This ?

Now you know the what, the why and the how behind Missouri's Community Betterment Program. But what about the who? The truth of the matter is that, trite as it always sounds, this is everyone's program--from the Governor of Missouri to the state's newest resident. It is especially important to the young people who will soon be looking for employment.

The people in the community want to know who originated the program, who is giving it financial support, who they will be working with in the coming months.

The Missouri Community Betterment program was designed to carry out the intent of the law which established the Missouri Commerce and Industrial Development Commission. The law was passed by the General Assembly in 1961 at the request of Governor John M. Dalton.

The act provides for the establishment of the commission "to promote the development of the State of Missouri and all of its resources in order to provide a dynamic and balanced economy for the state." The Commission, in cooperation with the various state departments and leaders of business and industry, feel that a Missouri Community Betterment Program would be a basic tool and program to accomplish the intent of the act. The individuals concerned have devised a program of action at the local level.

These are the people the communities will have the most contact with in the program, but there is another vital group who will be visiting the communities on occasion.

They are the professional people who will act as advisors to the communities on the various fields of community life. They are experts in agriculture, finance, health, education, recreation, transportation, from the state's universities, banks, utility companies, various state government agencies, and transportation companies.

Some of them will advise only on request by the community. Others will have a continuing role, especially in the "Five Star Community" program. Actually, most of the evalu-

ation on the "Five Star" ratings will be done by people outside of the Division of Commerce and Industrial Development.

The State Department of Education will evaluate a community's educational system, judge whether or not it meets the requirements for a star, and if it doesn't, will advise the community on what needs to be done to qualify.

The Missouri Division of Health will work with the State Water Pollution Board on Water and Sewerage Systems, and will join the University of Missouri Extension Service and the Division of Commerce in establishing criteria for community services. The Missouri Good Roads Association, the electric companies and the state aviation director will work together on transportation, and the Division of Commerce will handle community planning, which includes planning and zoning, industrial programs, and community fact surveys.

Additional proof of the widespread interest and willingness to help Missouri Communities is shown in the financing of the program. All of the cost of administration on the state level is, of course, borne by Missouri taxpayers whose tax dollars support the Division of Commerce and Industrial Development and the other state agencies.

But Missouri businessmen have agreed to contribute the \$10,500 per year needed for cash prizes for the winning communities in the community competition phase of the program. Every two years 21 banks, utilities, transportation firms, and other businesses will each contribute \$1,000 for prize money. In addition to the money, these businessmen have professional developers on their staffs to assist the communities. The state and local Chambers of Commerce will also share in this important role. Primarily, the leadership is found at the local level.

Why should businessmen put money, as well as time and work into this program? It is because they are willing to invest in a program which they feel will help communities and the state to grow. They are investing in your future and theirs. Their investment is the best possible testimonial to the basic soundness and potential good which can come from a Community Betterment Program.

As you can see, there are a lot of businessmen and experienced professional people involved in this project. They have knowledge and background which few communities could afford to hire on an individual private consultant basis. It is a program which no community can afford to pass up. Act now and insure your community's growth.

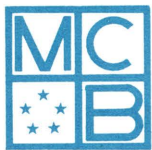
How Will Community Betterment Work In Missouri



Though it has never been tried on exactly the same basis as the program we are about to outline, Community Betterment is not a new concept in Missouri. There are presently several programs in operation in the state, and they will continue their excellent work since this program is not planned as a substitute for any of the existing programs, but will augment and aid them.

The "Missouri Community Betterment Program" is an effort to draw the entire state together under an overall plan which will give every Missouri community a means of comparing itself with every other, and also give communities of comparable size an opportunity to compete for prizes and state-wide recognition for jobs well done.

The program will have two phases, the "Community Five Star Program" and the "Community Awards Competition".



Five Star

In the "Five Star" phase the community plans and compares its work with established standards in the fields of education, utilities, transportation, community planning, and community services. The standards are established by such organizations as the State Department of Education, the State Division of Health, the Missouri Good Roads Association, the University of Missouri Extension Service, utility companies, and other professional people in related fields.

These standards vary, according to the size of the community, and are considered to be the minimum requirements for a progressive community.

On the basis of these standards every community will be able to measure itself with other communities. The people will be able to see for themselves how well they are doing in providing the facilities and services necessary to hold their present population and attract new people and new business to their town.

There are some communities in the state which will probably qualify as "Five-Star Communities" as soon as the program starts, towns which have met the minimum standards in all five categories. These will not all be the big cities. Missouri has some very small communities which are actually pace setters in progress.

As a community meets the qualifications in a particular category and these qualifications have been confirmed by the evaluators, it will be awarded a star to be displayed on signs at the entrances to the community. In this way every person travelling through the community will be able to recognize the community's achievements and standards. The stars will remain on the signs as long as the community is a part of the Community Betterment Program and meets the established standards. If a community drops out of the program the signs will be removed.

Community Awards Competition

The second phase of the "Community Betterment Program" will be the Community Competition. In this part of the program communities will compete annually with other communities in the same population group for prize and recognition.

The "Five Star" communities will have to compete too, because the five stars indicate that minimum standards have been met--not that the community is perfect.

In this phase everyone has an equal opportunity for recognition, and the sub-standard community may have an edge because it has a greater selection of projects and greater opportunity for outstanding projects.

This is an ambitious program and one that will require a great deal of work from everyone involved. But at the same time, it is a great opportunity to unite the people within each community and the communities within the state in a program of development and preparing for future progress.



How To Get Started

The committee realizes that in order to have an effective local Community Betterment Program it is essential to have representatives of all segments of the population involved in the planning and carrying out of a sound program of development. The success of such a program requires the involvement of businessmen, labor, local government, agriculture, mining, transportation, education--yes, every sector must be a part to insure the success of a sound program of development.

Possibly some local civic club, a local Chamber of Commerce or a newly organized group will want to sponsor the program and act as the basic organizer and activator. The program is too broad for any one organization. The sponsoring group should make sure that all segments of the community are represented on the Community Betterment Committee.

As soon as a basic organization is formed a community-wide orientation meeting should be planned. People are usually more inclined to support a program when they are well informed on its methods and goals.

After an organization is formed and the people of the community have been told the basic facts about the Missouri Community Betterment Program, there should be a community evaluation period in which the committee learns as much as possible about the facilities, possibilities, and attitudes with which they will have to work.

The Division of Commerce and Industrial Development can provide forms and outlines for the committee to use in studying the community. There is the Community Fact Survey which covers virtually all of the community's physical assets, the Community Attitude Survey to determine what the residents think of their town and what changes they feel should be made, and the Suggested Shopping Survey which will give the town's retail merchants an idea of how well they are serving their customers and what needs to be done to improve business.

There are also check lists in the Community Betterment Workbook to guide the subcommittees which will work on the various phases of community life.

By the time the surveys have been completed the strong points and deficiencies of the community should be fairly clear. You can now see the community as it is really seen by the people who live there, and you know what steps should be taken to bring about improvement.

In many cases the betterment program projects for the community will be obvious. Some communities, though, may have to ask for professional guidance from state agencies,

bankers, utilities, or others to determine their most effective program.

The Five Star phase of the Missouri Community Betterment Program will also help by indicating to the community where it has weaknesses, especially weaknesses which will affect its industrial development program.

Publicity

Throughout all of the community analysis and selection of projects the publicity subcommittee should be extremely active. The people of the community should be told, through the various news media, exactly what has been learned, what projects are selected, and what results are expected. Also, talks before service clubs, high school forums, and other organized meetings can serve to keep the community well informed.

If the program is to endure and produce results the people of the community must be informed, enthusiastic and ready to help. One project which will be required of all communities is an Awareness Program to be carried out during the community's first year of participation in the Betterment Program.

The methods used in the Awareness Program are up to the individual communities, but the effect should be to develop interest in the community's future and enthusiasm for an improvement program. Possibly a "Betterment Barbecue" can be held to give the people of the town an opportunity to meet community leaders and to make new friends among their neighbors. Bumper stickers boasting of some special virtue of the community can be printed and distributed. The people should be told that there is something special about their town and that it is up to them to keep it special. People like to live in a community they can be proud of. If you don't think so, just visit a town which has produced a state champion basketball team, or an All-American football player, or a big league baseball star. Everyone in the town will take a little credit for the team's or individual's success and will share a little of the glory.

The same is true for the town which has an outstanding school system or an outstanding industrial development program. People like to be associated with and have a part in the best efforts in any field.

If the committee decides to work on a specific need of the community it can probably save time and reduce the possibility of failure by learning what other communities have done under similar circumstances. Visit other towns that have already done what you want to do and see how they went about it. If possible, find some towns that tried and failed and learn what caused the failure.

By the time the committee has reached this point the Betterment Program should be in full swing. You know what has to be done and are learning how to do it. All that is needed is concerted action.

MISSOURI COMMUNITY BETTERMENT

**COMMUNITY
AWARDS
COMPETITION**



Community Awards Competition

Our town needs a face lifting in the downtown area. The streets in this town are in bad need of repair. I wish the owners of the vacant lots in town would keep their weeds cut. We don't have a decent park in town. The city should do something about that junk yard at the edge of town.-----Complaints such as these are voiced frequently in communities everywhere. More often then not, things get worse instead of better because it is difficult for any one individual to correct something by himself without the help and cooperation of other people and organizations within the community. There are some people in every community who would like to see improvements made but want the other people to do the work.

As an incentive to communities to help them help themselves, there is prize money offered to communities entered in the Community Betterment Program who show the greatest improvement during the contest year.

Every community entering into the Community Betterment Program will select projects to enter into the awards competition. Each community may enter from one to three projects per year, one of which must be the Community Awareness Project. The other project or projects are to be selected by the Community Betterment Committee.

There are many sources from which projects may be selected such as the Suggested Community Attitude Survey, Community Shopping Survey, Community Fact Survey, Community Betterment Handbook, Community Betterment Workbook, or the Evaluation Forms you receive from the Five Star phase of the program. In other words, the project or projects to select are the ones that are the most important to your community.

The secret to success in any community improvement program is to involve as many people as possible in the program. Make the citizens of the community aware of the need to improve the community and let them express their likes and dislikes through the surveys conducted. Apathy is the greatest enemy of any community improvement program.

Communities entered in the program will be competing with towns of comparable size for prizes and recognition. The population categories are: 500 and below, 500 to 1,000, 1,000 to 2,500, 2,500 to 10,000, 10,000 to 25,000, and 25,000 to 50,000. Cash prizes will be awarded in each of the population categories below 10,000. These prizes will range from \$700, first prize to \$300, fifth prize. There will also be a grand prize of \$500

awarded to the community in the state with the best overall program. This makes a total of \$10,500 in cash prizes to be awarded each contest year. In the two groups between 10,000 and 50,000 population, the annual winners will receive Governor's Achievement Award Plaques and certificates.

The winners of this prize money will be determined by the progress they have made during the contest year. Each community will keep a scrapbook on the projects they have selected. These scrapbooks will contain pictures, newspaper articles, or any other material that will show the progress that has been made towards the completion of their projects. These scrapbooks will be sent to the DIVISION of COMMERCE and INDUSTRIAL DEVELOPMENT no later than October 15th of each year. The DIVISION of COMMERCE and INDUSTRIAL DEVELOPMENT will turn the scrapbooks over to a group of judges who will select ten semi-finalists communities in each population category. This group of judges will then turn these semi-finalists over to another group of judges who will visit these communities and select the five winners in each population group. The prize money will go to the local Community Betterment Committee and can be used for any purpose selected by the committee. In addition to the prize money, the winning communities will also receive Governor's Achievement Certificates commemorating their success.

The state-wide Community Betterment Committee, composed of representatives of utilities, banks, and the State Chamber of Commerce decided to limit the cash awards to communities under 10,000 population with the exception of the Grand Prize, because they believe the money would be more meaningful and of greater benefit to the smaller community.

The committee also agreed with the suggestion that the six cities in the state of over 50,000 population not participate in the Community Betterment Program directly because of the unique aspects of development in these large cities, but the Governor's Certificates of Merit will be awarded for outstanding betterment projects.

The community will not be penalized for not having completed a project but will be judged on the progress they have made. As an example: A community may serve a long range project that would take two or three years to complete. This community would be judged on the progress made during the first contest year. This project could then be carried over to the second contest year and the community would be judged on the progress made during the second year. In this phase everyone has an equal opportunity for recognition, and the sub-standard community may have an edge because it has a greater selection of projects to choose from and greater opportunity for improvement.

Private business and industry values this program very highly and has contributed the money to be awarded in this phase of the program.

LEADERSHIP AWARDS

In addition to the community awards there will be recognition given to outstanding leaders. Each community which enters the competition will select the person who has done the most outstanding work for his or her community during the past year.

Certificates will be presented to the persons nominated and they in turn will compete for the annual Governor's Leadership Award given to the person chosen as having done the most for their community.

A banquet will be held annually to recognize winners and award prizes in the community competition and to honor the communities which have achieved Five Star status during the year. This banquet will be held in November of each year, beginning in 1964.

MISSOURI COMMUNITY BETTERMENT

**FIVE
STAR**





"The ideal town in which to build a plant doesn't exist and probably never will exist unless we create it ourselves" states a director of Facilities Planning for a large manufacturer. Truly, there is no community that is "ideal", however, there are many improvement projects a community can undertake to make it more attractive to industry, to business, to the farmer, to the shopper, and to its residents of all ages.

There are certain things a community of a given size can or cannot accomplish. As an example, a community of 300 population would not be able to support a full-time recreation program with all the facilities necessary for such a program as would a city of 20,000. It can, however, manage a part time recreation program to be held in the local school. This program may include organized baseball, girls' volley ball or even a Senior Citizens Recreation Program. Perhaps a small community would not be able to upgrade the school system to a Triple A rating, but it may be able to improve the system to a point that it would raise the rating of the school and at the same time give the students an opportunity for a better education.

The 5-Star Community Program has been initiated to assist and to guide communities in becoming better places in which to live. It is a program of action by the citizens of the community who see the need for improving the physical surroundings of its people. It is designed to go hand in hand with the overall Community Betterment Program. A Community Betterment Contest project may also be a project of the 5-Star Program. Unlike the Community Betterment Contest, however, the community would receive no cash awards. Rather, when a community has met certain minimum criteria for each phase of the program, it would be entitled to display a star upon the Community Betterment road sign. When the community has met all minimum requirements of the program, it could then display all stars and be designated a "5-Star" community, the highest rating in a particular population category. The 5-Star Program includes the following divisions.



Education



Utilities

- a. WATER
- b. SEWERS
- c. STREET LIGHTING



Transportation

- a. STREETS
- b. AIR MARKING



Community Planning

- a. PLANNING AND ZONING
- b. INDUSTRIAL PROGRAM



Community Services

- a. HEALTH SERVICES
- b. FIRE PROTECTION
- c. POLICE PROTECTION
- d. LEISURE TIME ACTIVITY

Basic minimum requirements of the above mentioned divisions are set forth in a manner in which all communities can qualify for all phases of the program. To accomplish this, communities are divided into the following population categories (based on 1960 census):

Class I	Population under 500
Class II	Population 500 to 1,000
Class III	Population 1,000 to 2,500
Class IV	Population 2,500 to 10,000
Class V	Population 10,000 to 25,000
Class VI	Population 25,000 to 50,000

These basic criteria were drawn up in cooperation with representatives of various state agencies and associations and Missouri businessmen who are experts in their particular fields. The categories are designed to go hand in hand with the programs of the various organizations. By having such coordination, the program is not only helpful to the community but helpful to each organization in its program.

As in the overall Community Betterment Program, this program is the concern of everyone in the community. Although local government will be the legal body to carry out most of the projects of the 5-Star Community Program, it will be the responsibility of all the people of the community to see that the proper actions are taken to meet each of the criteria.

There is no time limit on the 5-Star Program because accomplishment of one or more of the projects may take years.

There are many factors which could change the basic requirements of each of the categories. State laws may be changed which could conceivably effect requirements of some of the community projects. State revenues to communities may be increased or decreased which could out-date some of the criteria. So from time to time these criteria will be adjusted. This could mean a 5-Star community would no longer hold the status and would be required to make improvements in one or more of the projects to retain the 5-Star status.

All communities participating in the Community Betterment Program will automatically participate in the 5-Star Program. When the Community Betterment Committee wishes to pursue the 5-Star Program, it should notify the Division of Commerce and Industrial Development. The Division will contact specialists in the various agencies to rule on the status of each category of the program and recommend, where necessary, the steps to be taken by the community to meet the basic requirements. This information will be forwarded to the community for action. As each division requirements are met, the community shall be awarded a star to display.

The following pages consist of instructions, basic criteria of each phase of the 5-Star Program and a listing of professional people who have volunteered to assist communities in their programs.

Plan Of Action

- I. The Community Betterment Committee should study each of the categories needing action to be brought up to the minimum standards and decide which projects will be undertaken.
- II. Establish a committee for each category to be undertaken. A sub-committee for each

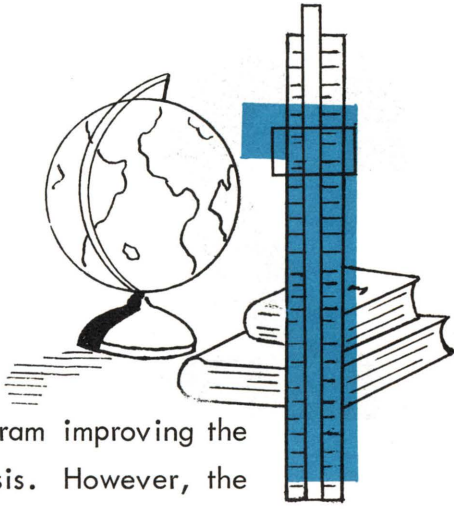
project within a category should also be established with responsibility to the committee for the category (Members of the Community Betterment Planning Committee may also serve on these committees).

- III. A complete description of each project, names of all committee members of each category should be recorded in the loose leaf work book.
- IV. Regular meetings should be called by the Community Betterment Planning Committee with the category committee for all to be informed of progress and to decide upon necessary action for continuation of projects.
- V. As the basic criteria for each of the categories has been met, the Community Betterment Planning Committee should notify the Division of Commerce and Industrial Development detailing the improvements made. The Division shall, upon receipt of this notification, request the appropriate agency or organization to rule upon the status of the category. If the basic criteria has been met, the Division of Commerce and Industrial Development shall award a star for that category and the community may display it on the highway sign.
- VI. When the community has reached the minimum standards in all 5 categories, it is eligible to display 5 stars on the Community Betterment sign and will be classed as a 5-STAR COMMUNITY.

Good Luck



Education



The degree to which a community meets the educational needs for its youth can have a direct bearing on the overall success of the Community Betterment Program. Unlike other phases of the 5-Star Program improving the school system must be treated on a district, rather than municipal basis. However, the Community Betterment Committee can be most helpful in improving the standards of the school district. A community may meet the 5-Star standard in education when it makes a strong effort to provide the best elementary and secondary public schools possible. Ideally, it should meet the "AAA" standards of classification as outlined by the State Department of Education. However, some communities may meet the 5-Star standard with a "AA" or "A" school if financial resources and number of pupils make it impractical for them to strive for the "AAA" classification.

The final determination of the public school districts which meet the 5-Star Program in education will be made by one of the district supervisors of the State Department of Education, and Mr. Homer Bolen, Director of Supervision.

MINIMUM CRITERIA FOR EDUCATION

The District Supervisors of the State Department of Education shall determine if the public school district has met the standard it is capable of attaining and should attain. They are available to work with school districts on their improvement program and should be contracted by the school districts in their respective areas. They are:

District Supervisors

Miss Viola Brandt
State Department of Education
Box 480
Jefferson City, Missouri

Mr. Harry M. Talbot
424 West Washington
Marshfield, Missouri

Mr. Ray T. Evans
Osceola
Missouri

Mr. Chester C. Calvert
201 W. Mill Street
Shelbina, Missouri

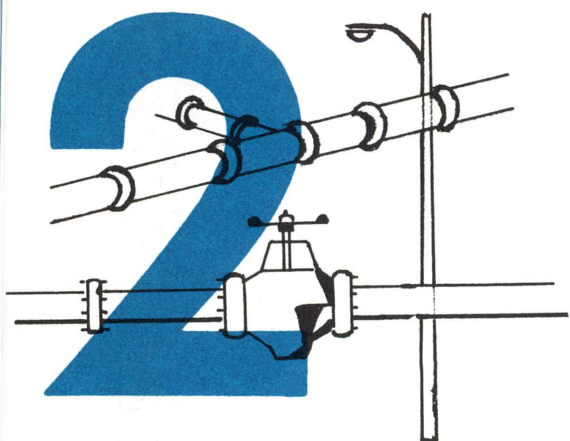
Mr. W. J. Willett
Greenfield
Missouri

Mr. Warren M. Black
2545 Marsha Kay Drive
Cape Girardeau, Missouri

Mr. Donald W. Johnson
720 West Thompson
Maryville, Missouri

Mr. Fred L. Cole
Route 1
Irondale, Missouri

Mr. J. O. Teasley
612 South Walnut
Cameron, Missouri



Utilities

Water Supply

The availability of water from an approved public water supply is a basic community requirement .

Under the authority contained in Chapter 192, Laws of Missouri, 1959, the Division of Health of the Department of Public Health and Welfare approves those public water supplies that conform to established standards for sanitary features of construction, operation and quality. The Division of Health maintains an accurate list of approved public water supplies and furnishes the appropriate local public official or owner with evidence of the approval. By arrangement with the State Highway Department, metal signs indicating approval by the Division of Health of public water supplies are erected on State highways at the city limits of incorporated communities.

The criteria for approval of public water supplies includes sanitary features of construction, competency and reliability of operation, and acceptable bacteriological and chemical quality. Determinations of acceptable sanitary features of construction are accomplished by plan reviews and field inspections. Minimum design standards are established and published. The competency and reliability of operation is determined by routine observations and personnel examination techniques. The Division of Health determines the acceptability of bacteriological and chemical quality through a program of routine laboratory analyses.

Conventional design criteria of 100 gallons per capita per day for public water supplies is intended to satisfy domestic and other normal demands. Attention must be given to individual community characteristics to insure adequacy to meet industrial requirements.

The ultimate goal of a community is to provide a safe water supply to meet domestic and industrial needs. It is a function of the Division of Health to assist communities in efforts to obtain a public water supply and to fulfill the requirements for approval.

MINIMUM CRITERIA FOR WATER SUPPLY

There are peculiarities of available ground water in some areas of Missouri which make this source of supply uneconomical to develop for a water supply . To develop an impound-

ment for a reservoir and to install a treatment system for a water supply is not practical for the smaller communities. Therefore no criteria has been developed requiring communities to have a public water supply. However, any community with a public water supply must meet certain criteria to qualify for the 5-Star program.

The criteria for approval of public water supplies includes SANITARY FEATURES OF CONSTRUCTION, COMPETENCY OF AND RELIABILITY OF OPERATION and ACCEPTABLE BACTERIOLOGICAL AND CHEMICAL QUALITY. The design criteria of the plant of 100 GALLONS PER CAPITA PER DAY for public water supplies must be met.

The final approval of the public water supply which meets the criteria of the 5-Star Program will be made by the Missouri Division of Health under the direction of Henry M. Hardwicke, M.D., Acting Director and Louis Garber, Director of Environmental Services.

Sewage Treatment

Proper handling and treatment of sewage is as important to the health and well being of a community as is an approved public water supply. Adequate collection and treatment of sewage for the entire community are essential for the protection of all people of the community as well as others affected by water after it leaves the community. The system should be so constructed that it will be adequate for the needs of industry and for the future needs as the community grows.

The Water Pollution Board of the Missouri Department of Health and Welfare is the official state water pollution control agency. It is the belief of the Water Pollution Board that all municipalities with a population of 200 or more can have a sanitary sewer system and adequate sewage treatment works. A recent tabulation of small communities (Population of 213 to 415) shows that a system of sanitary sewers and a waste stabilization lagoon can be constructed for as little as \$30,000. The Water Pollution Board keeps a current inventory on all municipal sewer systems and treatment works in the state. Those cities that have adequate sewers and adequate treatment works have been issued an operating permit as required by the Missouri Water Pollution Law. A copy of the permit to operate a sewage disposal system is on file with the City Clerk.

The Water Pollution Board will advise upon the status of sewers and treatment works for any Missouri municipality. There are a number of tools available for assisting communities in promoting sanitary sewers and treatment works. Kits are available for distribution to community chairmen as well as leaflets for individual property owners. The Missouri Water Pollution Board can furnish one of their engineers to speak to interested groups upon request.

Federal funds are available for assistance in construction of sewage treatment works. Applications for federal funds for treatment works may be obtained from the Water Pollution Board.

MINIMUM CRITERIA FOR SEWAGE TREATMENT

1. A community with a population of 200 or more must have a sanitary sewer system and adequate sewage treatment works.
2. A permit to operate a sewage disposal system must be on file with the City Clerk.

The final approval of the sewage treatment facilities which meets the criteria of the 5-Star program will be made by the Missouri Water Pollution Board under the direction of Mr. Jack K. Smith, Executive Secretary.

Street Lighting

An ultimate standard for adequate street lighting in any community should be that established by the Illuminating Engineering Society (IES) and the American Standards Association (ASA). However, with the funds available to communities, it is difficult for them to meet all of these requirements.

This proposed standard is prepared in an effort to establish a goal which is economical and realistic for the various size communities. Many factors will affect the illumination of the streets. All of these are difficult to incorporate into this proposal. In an effort to make a proposed standard that can be easily followed by the local community officials, it is based on the minimum size street light and the maximum spacing of the luminaires.

The street lighting units should be equipped with glassware to provide the most efficient type street lighting. All units should be mounted on brackets on either wood distribution poles or ornamental standards.

No street lighting system is complete until some type of a maintenance program is established. This is important so the system will always be operating properly and at peak efficiency.

This standard is based on the minimum requirements for a community. The units are the minimum size to be used and the spacing the maximum to be used. Every community should try to provide larger size units and closer spacing wherever possible.

There will be certain conditions such as State Highways, railroad crossing and other unusual traffic problems that will have to be handled locally as they arise.

Community Street Lighting Program

Population	Residential Street		Secondary Street		Business Street	
	Minimum Size Street Light (Lumens)	Maximum Spacing (Feet)	Minimum Size Street Light (Lumens)	Maximum Spacing (Feet)	Minimum Size Street Light (Lumens)	Maximum Spacing (Feet)
0 - 500	1,000	All Intersections	-	-	4,000	125
500 - 1,000	1,000	All Intersections	-	-	4,000	125
1,000 - 2,500	1,000	All Intersections	-	-	6,000	100
2,500 - 10,000	2,500	All Intersections	6,000	180	10,000	100
10,000 - 50,000	2,500	All Intersections	6,000	180	10,000	100




MINIMUM CRITERIA FOR STREET LIGHTING

The final determination of the street lighting which meets the criteria for the 5-Star Community Program will be made by the electric utility serving the community. Notification from the utility, whether investor owned public utility, municipal or R.E.A. shall determine the status of the project.



Transportation

Streets



Streets are the arteries of a community. Their condition will measure the "health" of the community. If they are in need of repair, if they will not take care of the flow of the traffic, if there isn't sufficient space to park, the community is "in poor health".

The criteria for qualification for 5-Star Program is designed with the idea that the municipality shares in state gasoline tax revenues to be used with other means of financing for street improvement. The municipality can expect to reasonably accomplish all the criteria without it becoming a burden to its citizens.

The municipality should have a street program encompassing current and foreseeable street construction and maintenance needs. All communities should be working toward a program which will have all streets with permanent pavement, properly curbed and guttered and with proper drainage. All new streets to be constructed and sub-divisions should be built to specifications as set forth by city ordinance which will assure the community of proper present and long-range traffic functions. To do all these things, it is necessary that the community have the supervision of a registered engineer.

The high standard of living has made parking one of the major problems faced by cities today. The community should at least have adequate parking for all except one day per week. In major cities, city ordinances should have all new buildings, churches, etc. provide for off-street parking. To persons who are not well acquainted with a community, an extensive street sign project can be quite helpful in guiding and controlling traffic.

Criteria	Population					
	Under 500	500-1,000	1,000-2,500	2,500-10,000	10,000-25,000	25,000-50,000
Pavement with Curb	65%	70%	75%	80%	85%	90%
Formal Street Program	x	x	x	x	x	x
Pavement with Curb business district	90%+	90%+	90%+	90%+	100%	100%
Storm Sewers (Or drainage meeting engineering standards)	65%	70%	75%	80%	85%	90%
Engineering of street construction	100%	100%	100%	100%	100%	100%
Ordinance on new streets of sub-divisions	x	x	x	x	x	x
Street name signs at intersections	x	x	x	x	x	x
Adequate parking except for 1 day per week	x	x	x	x	x	x
Off-street parking required for new buildings, churches, etc.					x	x

Air Marking

Airports and aviation facilities are becoming increasingly important as one of the front doors to a community. Expanding industries demand and enterprising communities must provide adequate aviation facilities in order to keep pace with the air age.

A community should include in its planning for the future an airport that will be adequate at the present time and capable of future expansion when the need arises.

The aviation facilities should be planned according to Federal Aviation Agency specifications to insure that Federal Aid will be available if needed.

To further promote the city's status in aviation, each city should be provided with an air marker. An air marker is a sign placed on the roof of a prominent building. This sign includes the name of the community and the direction and distance to the nearest useable public air field. The sign should be legible under conditions of poor visibility from an altitude of 3,000' and must be constructed in accordance with state and federal specifications.

Air marking is a valuable navigational aid to the pilot and serves as an aerial billboard to the air borne businessman and industrialist.

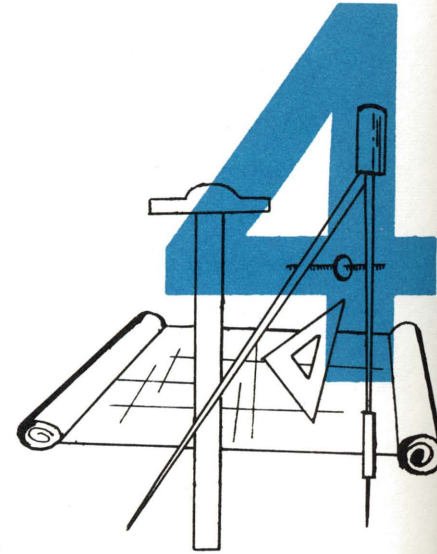
Criteria

The minimum criteria for communities entered into the program is that an air marker be installed on a prominent roof located within the community. The air marker must meet state and federal requirements and must include the name of the community and the distance and direction to the nearest useable public air field. Complete information and specifications for air marking are available from the Director of Aviation, Division of Commerce and Industrial Development, Jefferson Building, Jefferson City, Missouri.



Community Planning

Planning And Zoning



A major reason for the problems most communities are faced with today is that towns "grew like Topsy" - they had no plan for growth. Wherever a person may live, he can look around in his own or nearby community and he can see some most vivid examples of this - shortage of parking space, no zoning, junk yards visible to the public, shortage of water, poor sewers, hazardous pedestrian crossings, substandard school plants to name just a few.

A Comprehensive Plan involves all phases of the physical development of the community. The phases of the plan involve such things as an analysis of the way the community is laid out; the traffic circulation and streets through the community; the public buildings and parks and playgrounds; the costs of developing the community on a long range basis; the zoning necessary to protect existing property values and promote health, safety and welfare of the community; the subdivision regulations to insure proper development of new residential areas. Long-range planning is a necessity for a town to continue to develop. This plan must be flexible and be continually updated, for an up-to-date plan today is an obsolete plan tomorrow. Planning is so important that it was one of the first categories selected for the 5-Star Program.

The minimum criteria required of communities to qualify for the 5-Star Program are given in the following listing. When the planning committee believes it has met the minimum criteria, a detailed report should be sent to ROBERT C. SIMONDS, PLANNING DIRECTOR, Missouri Division of Commerce and Industrial Development. Action will be taken to determine the status of the community and the community will be notified.

MINIMUM CRITERIA FOR PLANNING AND ZONING

Population	Criteria
Less than 500	Community to have a Planning Commission and program for physical development.
500 to 1,000	Community to have a Planning Commission and Zoning Ordinance, with Subdivision Regulations, based on a Comprehensive Plan. Some professional technical planning assistance.
1,000 to 2,500	Community to have a Planning Commission, Comprehensive Plan, Zoning and Subdivision Regulations. Periodic professional technical planning assistance.
2,500 to 10,000	Community to have a Planning Commission, Comprehensive Plan revised within ten years, Zoning and Subdivision Regulations. Annual budget for planning. Periodic professional technical planning assistance.
10,000 to 25,000	Community to have a Planning Commission, Comprehensive Plan revised within eight years, Zoning and Subdivision Regulations. Zoning Administrator or consulting service. Evidence of City-County cooperation on Planning and Zoning. Annual budget for planning.
25,000 to 50,000	Community to have a Planning Commission, Comprehensive Plan revised within five years, technical planning staff or continuing planning consulting service to update and to work in a staff and line function. Zoning Ordinance and Subdivision Regulations. Evidence of cooperation on Planning and Zoning on City-County level. Annual budget of 25 cents per capita minimum.

Industrial Development

Industrial Development can be an important factor in the growth of a community - creating new jobs for the young people, utilizing the natural resources of the area, broadening the tax base, etc. But industrial development doesn't just happen, a community must have an organized plan of action if it expects to be successful in attracting new industry or helping its existing industry to grow and prosper.

The community must have an organized group designated to represent the community in its program of attracting new industry or working with existing industry. This group should not work only with industrialists who have shown an interest in the community, but should also be responsible for the overall program of the community's long-range plan of industrial growth.

The industrial development group must have accurate, up-to-date, detailed information on the community so that it can talk "professionally" with industrialists. To help community groups, the Division of Commerce and Industrial Development has available a 23-page Community Fact Survey form for communities to use. This survey consists of a set of 5 color coded forms - the three grey copies are work sheets for the survey committee, the red copy is to be retained by the community for reference and the blue copy should be returned to the Division of Commerce and Industrial Development. Upon receipt of its completed copy, the division will transfer pertinent data to a 4-page summary, Location Factors, and will print this in quantity. 200 copies shall be sent to the community for its use, 25 copies each will be sent to the industrial development departments of utilities and railroads serving the community and the remainder will be kept on file in the division.

A community seeking to attract industry must have a site available for industrial building purposes. Available can mean outright ownership, long term lease or owned by private developer for industrial development purposes. The industrial development group should know cost of land, availability and cost of extension of facilities, soil characteristics and zoning regulations on the site.

The minimum criteria required of communities to qualify for the 5-Star program are given in the following listing. When the committee believes it has met these minimum criteria, a detailed report should be sent to LARRY COHICK, INDUSTRIAL DIRECTOR, MISSOURI DIVISION OF COMMERCE AND INDUSTRIAL DEVELOPMENT. Action will be taken to determine the status of the community and the community will be notified.

MINIMUM CRITERIA FOR INDUSTRIAL DEVELOPMENT

ORGANIZATION

Population	Criteria
Less than 2,500	Industrial Development organization with present officers listed with Division of Commerce and Industrial Development.
2,500 to 50,000	Industrial Development Corporation with present officers listed with Division of Commerce and Industrial Development.

ECONOMIC SURVEY

Population	Criteria
Less than 2,500	Survey not more than 2 years old (updated every third year) and copy on file with Division of Commerce and Industrial Development.
2,500 to 10,000	Survey not more than 1 year old (updated every second year) and copy on file with Division of Commerce and Industrial Development.
10,000 to 50,000	Survey updated annually and on file with Division of Commerce and Industrial Development.

INDUSTRIAL SITES

A broad based community group must own or control* minimum acreage shown below. (*Land owned by private developers with price published and guaranteed for a least six months shall constitute "control".)

Population	Criteria
Less than 500	5 Acres
500 - 1,000	10 Acres
1,000 - 2,500	15 Acres
2,500 - 10,000	20 Acres
10,000 - 25,000	30 Acres
25,000 - 50,000	50 Acres



Community Services

Health Service

It is necessary that every city or community, regardless of population, have adequate health service to assure the citizens that they are protected from all health hazards. The minimum full time services that is offered by a county is that of a full time public health nurse who would work in every town or city within the county. This may be from a county nursing service established and maintained by the county court, or it may be a larger health department with several nurses, sanitarians, dentist, health officer, and many others.

The most desirable health service is that established under the authority contained in Chapter 205, Section 205.010-205.120, Revised Statutes of Missouri, 1959, which permits the citizens of any county to vote a special tax to be used only for the establishment and maintenance of a county health department.

The laws of Missouri also permit county courts to establish and maintain county health services and employ the personnel necessary to provide adequate health services for its citizens.

They may hire only one nurse, one sanitarian, and one clerk; or they may have several of each and also other health personnel as mentioned above.

A minimum for any city is availability and use of at least a county nurse. In future years, cities of 10,000 or more should urge the county to expand their health services to at least include a sanitarian.

MINIMUM CRITERIA FOR BASIC HEALTH SERVICE

EACH COMMUNITY MUST HAVE AVAILABLE AT LEAST A COUNTY NURSE.

The final approval of the health service which meets the criteria of the 5-Star Program will be made by the Missouri Division of Health under the direction of Henry M. Hardwicke, M.D., Acting Director, and L. M. Garner, M.D., Director of Local Health Services.

The district health personnel are available to work with communities and counties on the health program. If such help is desired, you could notify your District Office.

District Health Unit No. 1
123 West Third Street, Cameron, Missouri

District Health Unit No. 2
123 North Allen, Macon, Missouri

District Health Unit No. 3
309 Adams, Jefferson City, Missouri

District Health Unit No. 4
1812 South Broadway, Poplar Bluff, Missouri

District Health Unit No. 5
1451 North Benton, Springfield, Missouri

Fire Protection

City government has an obligation to provide the best fire protection it can to its citizens, its businesses and industries. There is a limit, however, on just how far a community can economically improve its fire protection facilities. The criteria for this phase of the 5-Star program has been drawn up so all communities can qualify without putting an undue burden on the tax-payers.

CRITERIA

Generally, a town of over 15,000 population should have a Class 6 fire rate or better and towns of up to 15,000 population can have a Class 8 fire rate or better. However, some communities having a good fire protection program may not be able to meet these classifications without an undue hardship and cost. So that these communities can qualify, the criteria has been set up in a manner which will allow them to do so.

SUMMARY OF MISSOURI INSPECTION BUREAU REQUIREMENTS FOR APPARATUS AND MANPOWER

CLASS 8

CLASS 6

Group*	Membership Volunteer	Paid-On Duty	Apparatus		Paid Men On Duty	Apparatus		Ladder Trucks
			Pumpers	Ladder Trucks		Pumpers 500GPM	750GPM	
A	12	0	1	0	4		1+ reserve	Ladder truck will be required if more than five 3-story buildings.
B	12	0	1	0	6	1	1	
C	12	1	1	0	6	1	1	
D	12	1	1	0	8	1	1	
E	20	2	2					
F	28	3	3					
G					10		2	
H					12		2	
I					14		3	
J					14		3	1
K					16		3	1
L					18		3	1
M					21		4	1
N					25		5	2
O					28		5	2

* Group will be specified by Missouri Inspection Bureau.

APPLIANCES

	8th Class	6th Class
Appliances - On each pumper apparatus. 1" shut-off nozzle with solid stream tip, or 1" combination solid stream and fog nozzle.		1
1 1/2" shut-off nozzle with solid stream tip, or 1 1/2" combination solid stream and fog nozzle.		1

Appliances continued.

2 1/2" shut-off nozzles. 7/8" nozzle tip, solid stream.	2 2	2
1 1/8 " nozzle tip, solid stream, or 2 1/2" combination solid stream and fog nozzle.	2	2
1 1/4" nozzle tip, solid stream. 10 qt. buckets (waive if 500 gal. or larger booster tank).		2
Hydrant wrench Spanner wrenches	1 2 1/2"	1 1 1/2" 2 1/2"
2 1/2 gal. or equal extinguisher for "A" fires 2 1/2 gal. or equal extinguisher for "B" fires	1 1	1 1
Pick-Head axe Crowbar, 36" or larger	1 1	1 1
Pike pole, 6' to 10' Electric lanterns	1 2	2 2
Roof Ladder Extension Ladder * Extension ladder up to 45' may be required when ladder truck is not available.	1-12' 1-28'	1-12' 1-30'*
Cellar nozzle Gas masks		1 2
Salvage covers, 12' x 16' Rope 2 1/2" hose adapters, double male and female.		2 100' 1 set
Appliances - On each ladder truck, when required. Ground ladders, assorted lengths Salvage covers, 12' x 16'		206' 8
Gas masks, self contained breathing apprts. Portable turret set		4 1
Aerial ladder pipe (If aerial is required) Nozzle tips for turret set		1 1 1/2" 1 1/4", 2"
Comb. solid stream & fog nozzle, capacity Other minor equipment normally provided on ladder truck or aerial ladder truck.		1-500 GPM

HOSE

8th CLASS	6th CLASS
1000 ft. of 2 1/2" double jacket, rubber lined hose.	2000 ft. of 2 1/2" double jacket rubber lined hose for each active pumper, plus 300 ft. of 1 1/2" D.J.R.L. hose, 150 ft. of 1" booster hose, 20 ft. of 4" or 4 1/2" suction hose.

	Population	
	Under 15000	Over 15000
A1 - Comply fully with requirements of Missouri Inspection Bureau for fire department organization, apparatus and equipment, for Class 6, or -		300
A2 - Comply fully with requirements of Missouri Inspection Bureau for fire department organization, apparatus and equipment, for Class 8.	300	150
B1 - Maintain in service the amount of fire apparatus, with all required equipment, to meet above requirements for Class 6, or -		100
B2 - Maintain in service the amount of fire apparatus, with all required equipment, to meet above requirements for Class 8.	100	50
C - No first-response apparatus, including pumpers, ladder trucks and chief's cars, more than 15 years old.	20	20
D1 - Required 6th Class manning maintained at all times for all regular first-response apparatus.		100
D2 - Maintain volunteer fire department organization consisting of at least 12 firemen, including a chief and an assistant chief, with average response of at least 6 members and minimum response of at least 4 members to all fires involving structures.	100	50
E1 - Maintain regular training program for all members of fire department. At least 75% of all members have completed an 8 to 10 hour basic training course under a qualified instructor.	100	100
E2 - At least two members attending all sessions of state fire conference annually.	20	20

		Population	
		Under 15000	Over 15000
E3	- One chief officer attending all sessions of annual meeting of Fire Department Instructors Conference, International Association of Fire Chiefs, or National Fire Protection Association, annually.	10	10
F	- Have at least one telephone truck reserved for receipt of fire alarms only, with alarms to be received at a point where a competent operator is always on duty, or over satisfactory telephone conference circuit. Also have direct telephone connections between all fire stations, and suitable means of calling all volunteer firemen simultaneously by telephone operator, telephone conference circuit, radio monitors or other means acceptable to Missouri Inspection Bureau.	50	50
G	- Modern building and fire prevention regulations enacted, with no violations permitted in last five years.	100	100

Points can be counted for only one item under A, B or D. No points can be counted under B or D if points have been counted under A. No points can be counted under E2 or E3 if no points have been counted under E1.

450 POINTS REQUIRED FOR STAR

MAXIMUM POINTS POSSIBLE:

A1 or A2	-	300	B1 or B2	-	100
C	-	20	C	-	20
E1	-	100	D1 or D2	-	100
E2	-	20	E1	-	100
E3	-	10	E2	-	20
F	-	50	E3	-	10
G	-	100	F	-	50
		<u>600</u>	G	-	<u>100</u>
					500

The University of Missouri, Extension Division, under the direction of Mr. W. B. Walden, Firemanship Education, conducts training programs in all fields of fire fighting and fire prevention. The final determination of fire protection in a community which meets the 5-Star criteria will be made by him. He is available to work with fire departments on their programs.

Police Protection

Adequate police protection is essential to secure, orderly and peaceful existence in a community of any size.

The Police Protection phase of the 5-Star Community Betterment Program offers a guide to minimum police standards that should be maintained by communities in each of six population groups ranging from 500 or less to 50,000 or less.

The criteria used includes consideration of the basic police organizational elements of personnel, training, communications and records, equipment and facilities, and administration.

Criteria Applying Generally to All Communities

1. Personnel

All regularly commissioned law enforcement officers and auxiliary officers should be morally, mentally and physically acceptable to assume their responsibilities.

2. Training

Any person vested with the authority and responsibility of a peace officer should have at least a basic knowledge of the learnings and skills generally accepted as necessary for adequate performance.

3. Communications and Records

(a) Every police activity should have public communications facilities adequate to permit police service availability to citizens on a twenty-four hour basis; and to afford radio contact within the local police activity or with other adjacent police agencies.

(b) A permanent file of complaint and arrest records, of generally accepted form and content, should be maintained.

4. Equipment and Facilities

(a) Adequate personnel and mobile equipment should be available on 24 hour basis.

(b) An adequate facility for, at least temporary, detention should be available on a 24 hour basis.

5. Administration

Administrative personnel, procedures, and facilities, adequate to insure performance of the required police functions, should be maintained.

Criteria Applying to Specific Communities:

A. Under 500 Population

1. Personnel

- (a) Minimum of one regular peace officer.
- (b) Minimum of one auxiliary or reserve peace officer per 100 population available as need arises.

2. Training

- (a) Regular officer should have peace officer basic training at Rolla, Missouri, under the auspices of the Highway Patrol, or its equivalent.
- (b) Auxiliary officers should have basic training sufficient to assure adequate performance of such duties as may be required.

3. Communications and Records

- (a) Public communications such as will assure 24 hour availability of police service to citizens.
- (b) Short wave police radio liaison with adjacent law enforcement agency-- such as sheriff's office, state patrol or another local police department.
- (c) Generally accepted police arrest, complaint, incident and investigative, report forms should be available, used and filed in the generally accepted manner. (See recommended FBI Police Reporting system information, for suggestions.)

4. Equipment and Facilities

- (a) Regular officer should be adequately uniformed and equipped.
- (b) Auxiliary officers should be uniformed and equipped as duties may require.
- (c) Motor vehicle equipped and available as local need indicates.
- (d) At least temporary detention facilities available and adequate to meet local need.

5. Administration

- (a) Should be sufficient to insure adequate performance of police duties and services.

B. 500 to 1000 Population

Same general and specific criteria as is applied to communities under 500 population.

C. 1000 to 2500 Population

1. Personnel

- (a) Minimum of two regular and one relief or part time peace officers available on a 24 hour basis.
- (b) A minimum of twelve auxiliary peace officers.

2. Training

- (a) All regular officers should have basic training offered at Rolla, Missouri under the auspices of the Highway Patrol, or its equivalent.
- (b) Auxiliary officers should have basic training sufficient to assure adequate performance of such duties as may be required.

3. Communications and Records

- (a) Public communications such as will assure 24 hour availability of police service to citizens.
- (b) Short wave police radio liaison with adjacent law enforcement agency-- such as sheriff's office, Highway Patrol, or another local police department.
- (c) Generally accepted police arrest, complaint, incident and investigative, report forms should be available, used and filed in a generally accepted manner. (See FBI recommended Police Reporting system, for information.)

4. Equipment and Facilities

- (a) Regular officers should be adequately uniformed and equipped.
- (b) Auxiliary officers should be uniformed and equipped as duties may require.
- (c) Motor vehicle equipped and available as local needs indicate.
- (d) At least temporary detention facilities available and adequate to meet local need.

5. Administration

- (a) One regular officer should be designated chief administrative officer and have the authority and responsibility to insure adequate police functioning of both regular and auxiliary force.

D. 2500 to 10,000 Population

1. Personnel

- (a) Minimum of 1.5 regular police officers per 1000 population.
- (b) 1.5 auxiliary police officers per 1000 population or a minimum of twelve whichever number is the greater.
- (c) Officers on duty or available on 24 hour basis.

2. Training

- (a) All regular officers should have basic training offered at Rolla, Missouri under the auspices of the Highway Patrol, or its equivalent.
- (b) All auxiliary officers should have basic training sufficient to assure adequate performance of such duties as may be required.

3. Communications and Records

- (a) Public communications such as to assure 24 hour availability of police service to citizens.
- (b) Short wave police radio base station liaison maintained by own department or with sheriff's office, Highway Patrol, or adjacent police department.
- (c) Generally accepted police arrest, complaint, incident and investigative, report forms should be available, used and filed in a generally accepted manner. (See recommended FBI Police Reporting system information for suggestions.)
- (d) 5000 to 10,000 population: (Records)
 - 1. Maintain central records system acceptable under FBI Uniform Crime Reporting system.
 - 2. Maintain Traffic Accident reporting system as recommended by the Missouri Safety Council.

4. Equipment and Facilities

- (a) Regular officers should be adequately uniformed and equipped.
- (b) Auxiliary officers should be adequately uniformed and equipped.
- (c) Police vehicles adequate in numbers and equipment to meet patrol needs of the community served.
- (d) Adequate detention facilities available on 24 hour basis.

5. Administration

- (a) There should be a chief administrative officer possessed of the experience, knowledge and authority to provide adequate supervision of department activities.

- (b) All on-duty officers should be adequately supervised.

E. 10,000 to 25,000 Population

1. Personnel

- (a) A minimum of 1.5 regular police officers per 1000 population.
- (b) A minimum of 1.5 auxiliary officers per 1000 population.
- (c) Officers on duty on a 24 hour basis.

2. Training

- (a) A recruit, and in-service retraining, program should be maintained for regular and auxiliary officers.
- (b) All regular officers should have basic training offered at Rolla, Missouri, under the auspices of the Highway Patrol, or its equivalent.
- (c) At least one officer should be especially trained in Criminal Investigation to the degree of training offered by the Rolla Highway Patrol operated police school, or its equivalent.
- (d) At least one officer should be especially trained in Accident Investigation to the degree of training offered by the Rolla Highway Patrol operated police school, or its equivalent.
- (e) At least one officer with workable knowledge of fingerprinting, photography, and preservation of physical evidence.

3. Communications and Records

- (a) Department should maintain and operate a short wave base radio station on a 24 hour basis.
- (b) Department should maintain a records and reporting system acceptable under the FBI Uniform Crime Reporting system.
- (c) Department should maintain a traffic accident investigating and reporting system as recommended by the Missouri Safety Council.
- (d) Department should maintain an adequate Identification File of Fingerprints and Photographs.

4. Equipment and Facilities

- (a) All regular and auxiliary officers should be adequately uniformed and equipped.
- (b) All police vehicles should be radio equipped and base station liaison maintained on a 24 hour basis.
- (c) An adequate police headquarters and detention facility should operate on a 24 hour basis.

5. Administration

- (a) There should be a chief administrative officer possessed of the experience, knowledge and authority to provide adequate supervision of department activities.
- (b) Adequate field supervision of all on-duty patrolmen should be provided through a proper chain of command.
- (c) An adequate organizational structure should exist.

F. 25,000 to 50,000 Population

1. Personnel

- (a) Minimum of 1.5 regular police officers per 1000 population.
- (b) Minimum of 1.5 auxiliary police officers per 1000 population.
- (c) Officers on duty on a 24 hour basis.

2. Training

- (a) A recruit, and in-service retraining, program should be maintained.
- (b) All regular officers should have basic training at least the equivalent of the Rolla, Missouri Highway Patrol operated police training school.
- (c) All auxiliary officers should have adequate basic police training.
- (d) An adequate number of officers especially trained and experienced in Criminal Investigation, Traffic Accident Investigation, Traffic Safety Education and Information, Fingerprinting, Photography, and Basic Laboratory Technics, should be available to perform as needed.

3. Communications and Records

- (a) Department should maintain and operate a short wave base radio station on a 24 hour basis.
- (b) Department should maintain a records and reporting system acceptable under the FBI Uniform Crime Reporting system.
- (c) Department should maintain a traffic accident investigating and reporting system as recommended by the Missouri Safety Council.
- (d) Department should maintain an adequate Identification File of Fingerprints and Photographs.

4. Equipment and Facilities

- (a) All regular and auxiliary officers should be adequately uniformed and equipped.
- (b) All police vehicles should be radio equipped and base station liaison maintained on a 24 hour basis.

(c) An adequate police headquarters and detention facility should operate on a 24 hour basis.

5. Administration

(a) There should be a chief administrative officer possessed of the experience, knowledge and authority to provide adequate supervision of department activities.

(b) Adequate field supervision of all on-duty patrolmen should be provided through a proper chain of command.

(c) An adequate organizational structure should exist.

(d) A regulations and procedure manual should be published.

Recommendation for final approval of departments meeting the minimum criteria, in their respective population groups, will be made under the auspices of the Law Enforcement Training, Extension Division, University of Missouri. Mr. Bernard C. Brannon, Professor of Police Science, of the University staff will act as coordinator.

Leisure Time Activities

Mark Twain once said, "Work is what you are obliged to do, recreation is what you are not obliged to do". Or we could say "Recreation is what we do during the time we have a freedom from the demands of existence or earning a living." However we consider leisure time activity, it is an important part of the daily lives of everyone.

Progressive communities are interested in the promotion and development of services that contribute to the individual and community happiness of their citizenry.

Industry knows and appreciates the value of its workers actively participating in planned activity. They not only encourage the people, they also sponsor and finance inter-departmental recreation programs. An important factor of plant location is what community recreation programs are available for its workers.

Technological advancements are making more and more leisure time available so communities must prepare to have a well rounded recreation program for its citizens of all ages.

MINIMUM CRITERIA FOR LEISURE TIME ACTIVITY

Criteria	Population					
	Under 500	500- 1000	1000- 2500	2500- 10,000	10,000- 25,000	25,000- 50,000
I. Playgrounds						
1. School Facilities	x	x	x	x	x	x
2. Additional Grounds One acre for each 800			x	x	x	x
II. Playfields						
1. One for each 20,000 One acre for each 800 (Min. 5 Acres)	x	x	x	x	x	x
2. Shelter House			x	x	x	x
A. One for each playfield					x	x
B. Comfort station in each		x	x	x	x	x
3. Special Areas						
A. Sports						
a. Baseball diamond for each 6,000	x	x	x	x	x	x
b. Softball diamond for each 3,000	x	x	x	x	x	x
c. Volley ball court			x	x	x	x
d. Basketball court						x
e. Badminton court						x
f. Handball court						x
g. One tennis court for each 2,000			x	x	x	x
h. Mass game area for football, soccer & hockey		x	x	x	x	x
i. Swimming pool to serve 3% of population, 15 sq. ft. per user				x	x	x
j. 18 hole golf course (Over 15,000) 9 hole golf course				x	x	x
B. Childrens Area						
a. Swings	x	x	x	x	x	x
b. Slides	x	x	x	x	x	x



	Under 500	500- 1000	1000- 2500	2500- 10,000	10,000- 25,000	25,000- 50,000
c. Jungle Gyms	x	x	x	x	x	x
d. Story telling area					x	x
e. Crafts Area					x	x
f. Drama Area					x	x
g. Wading pool					x	x
h. Day camping area					x	x
C. Semi-Active Area						
a. Horse Shoe Courts	x	x	x	x	x	x
b. Croquet Courts	x	x	x	x	x	x
c. Shuffleboard Courts		x	x	x	x	x
d. Picnic area with picnic tables & fire places (one for each 300)	x	x	x	x	x	x
III. Indoor Facilities						
1. School Facilities				x	x	x
2. Gym for each 10,000 pop.				x	x	x
3. Auditorium for each 20,000				x	x	x
4. Arts & crafts shop for each 10,000					x	x
5. Social room for each 10,000					x	x
6. Game room for each 10,000					x	x
7. Public Library					x	x
IV. Program & Leadership						
1. Year Round Program (over 6,000 pop.)				x	x	x
A. Full time Rec. Director				x	x	x
B. One assistant for each 6,000					x	x
C. One supervisor for each area operated				x	x	x
2. Summer Program	x	x	x	x		
A. Program supervisor			x	x		
B. Supervisor for each area operated	x	x	x	x		
C. Weekend Program - Fall & Winter			x	x		
V. Administration						
1. Park & Rec. Department					x	x
2. Appointed Board or Commission					x	x

Under 500	500- 1000	1000- 2500	2500- 10,000	10,000- 25,000	25,000- 50,000
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VI. Finance

1. \$6.00 per capita per year

x

2. \$3.00 per capita per year

x



MISSOURI COMMUNITY BETTERMENT

SPONSORS



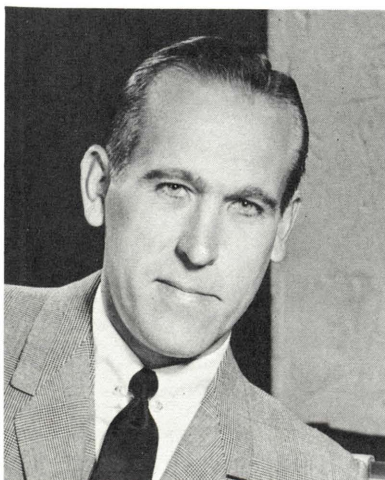


THOMAS GRACE, President

OZARK AIR LINES, INC., is a regional air line serving 56 cities in 11 midwest states. Its general offices and principal maintenance are at Lambert St. Louis Municipal Airport. Ozark serves nine cities in Missouri and will extend its service to three more cities in the near future. Ozark Air Lines, Inc., a Missouri corporation, was awarded a franchise in 1950 by the Civil Aeronautics Board to engage in interstate commerce with complete air line service including passengers, air mail, air express and air freight. Scheduled air line service to the smaller communities, such as provided by Ozark, has brought economic growth and new industries to these areas. Few industries now will consider a new plant location or expansion of present facilities in an area not served by an air line.

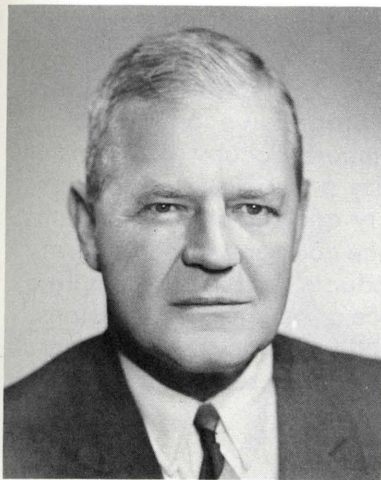
ROBERT A. OLSON, President and Chief Executive Officer

KANSAS CITY POWER AND LIGHT COMPANY provides electric service in the state's second largest city and to outlying areas in the geographical center of the nation. It serves approximately 820,000 people in a 5,700 square mile area in portions of 23 counties in Missouri and Kansas. Approximately 85 percent of the electric sales are made in Missouri. Electricity is sold at retail in 89 incorporated communities and at wholesale in seven communities. The company employs 2,000 people and has three steam-electric generating plants in Kansas City and one in Clinton, Mo.



RICHARD C. GREEN, President

MISSOURI PUBLIC SERVICE COMPANY is engaged in the generation, transmission, distribution and retail sale of electricity to 203 communities and extensive rural areas having an estimated population of 331,000; six additional municipalities are served on a wholesale basis. Natural gas is served at retail in three communities and at wholesale in one. The 604 employees of the company serve 118,623 customers in 28 counties in Western Missouri, including nearly 70 percent of what is generally considered metropolitan Kansas City, Mo. The 500 miles of new freeways and interstate highways to be located in the MPS service area are expected to accelerate economic development of the communities along these routes and will offer an encouraging future for Western Missouri.

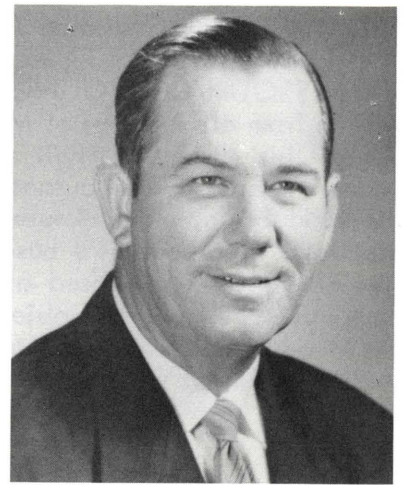


HENRY W. LARGE, President

The WABASH RAILROAD is one of the oldest transportation companies in the United States and has 1,024 miles of tracks in Missouri. The road over the years has played a key role in the industrial development of Missouri and has been responsible for attracting many industries to the state. The Wabash Railroad has been and continues to be a pioneer in all phases of railroad operations. Two of its notable achievements in recent years were the development and expansion of TOFC operations (piggyback), as well as the multi-level shipments of automobiles. Today it engages in all five piggy-back plans and continues to show expansion in this important phase of its operations. The Wabash serves its communities well, bringing prosperity in the form of new industries, employment, taxes and growth.

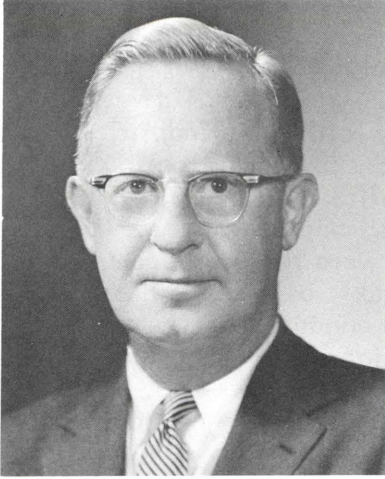
T. VICTOR JEFFERIES, Executive Manager

The MISSOURI SAVINGS AND LOAN LEAGUE is a trade organization whose membership is comprised of State and Federal chartered savings and loan associations doing business in the state. Its total assets now exceed \$2-billion. Savings and loan associations in Missouri are now making more than 50 percent of the home loans, while providing savings institutions for our citizens along with liberal dividends. (Mr. Jefferies, a former member of the Missouri Legislature, has been executive manager of the League since 1943.)



L. W. MENK, President

The FRISCO RAILROAD has operated in Missouri for more than a century and is the only railroad furnishing both freight and passenger service to its three principal cities. Presently Frisco operates 1,450 miles of track in Missouri and more than 5,000 miles in a nine-state area. The Frisco links Missouri with all parts of the United States and affords a direct route to the Gulf and to world markets. Frisco is a leader in the continuing move toward better transportation and offers the latest technical innovations to speed receipt, classification and outward flow of railway traffic and to increase overall operating efficiency. These and many other reasons facilitate improved transportation and offer attractive reasons for new industry to become part of the future progress of Missouri.

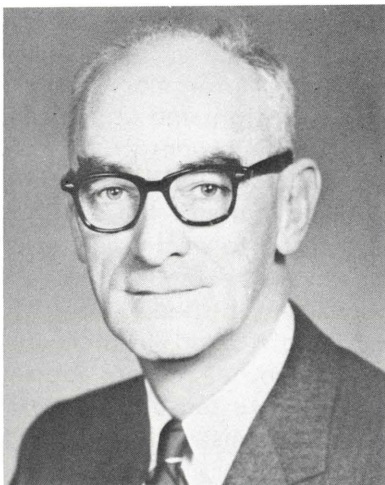
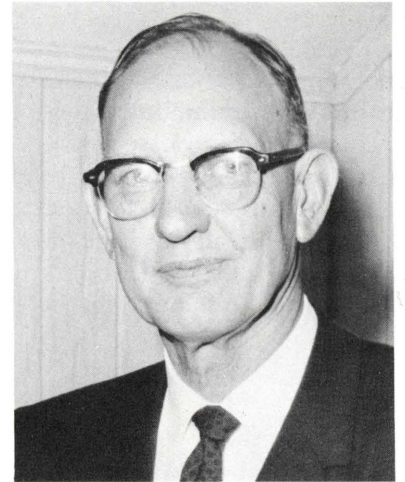


FREDERIC M. PEIRCE, President

GENERAL AMERICAN LIFE INSURANCE CO., is Missouri's large-life insurance carrier. A civic-minded progressive organization, many of its 700 administrative staff members occupy positions of leadership and responsibility in community activities and programs dedicated to the betterment of the city and the state. General American is a mutual legal reserve insurance company owned entirely by its policyholders. Its portfolio of products includes a complete line of individual life and health insurance coverages and pensions, and a wide variety of group life, health and annuity coverages. Based in Missouri, it operates over 100 sales and service offices in 40 states, the District of Columbia, and Canada.

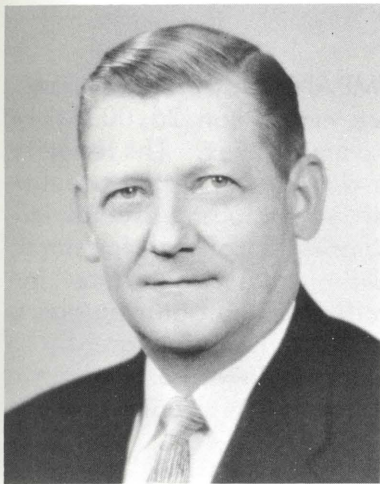
RALPH MOORE, Chairman

The MISSOURI OIL COUNCIL is an organization of oil men and women from all sections of Missouri and has been serving the people of this state and their representatives in government for 30 years. Twenty-two-thousand people are employed in Missouri in the production, manufacture, distribution and sale of petroleum products. The council's business is conducted through its executive committee, composed of businessmen from various petroleum companies. Among the objectives of the petroleum industry and the Missouri Oil Council is to insure future energy needs at a price including taxes, which the public can afford to pay.



D. A. MERRIFELD, President

The ST. JOSEPH LIGHT AND POWER COMPANY was incorporated in Missouri in 1895 as an investor owned utility. At the time of incorporation, its principal function was to furnish urban transportation. Through extension of electric lines to other communities and farms, the acquisition of other electric companies and the marked decline in the use of urban transportation, the company is now primarily an electric utility, supplying electricity to 51 incorporated communities and a substantial number of rural and farm customers. The company has 465 full-time employees and serves approximately 50,000 customers, of which 47,000 are electric users.

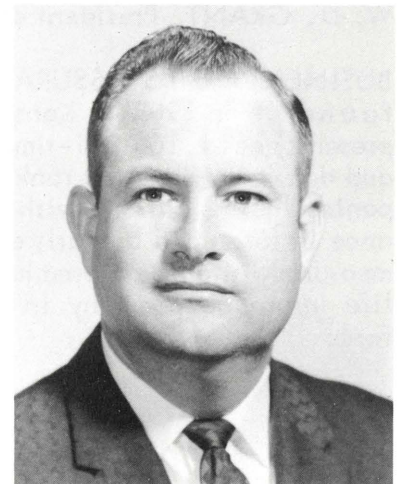


E. J. DREWELLOW, President

Organized in 1909 as an investor owned independent electric utility, EMPIRE DISTRICT ELECTRIC serves 70,000 customers in 22 counties in an area of 10,000 square miles covering Missouri, Oklahoma, Kansas, and Arkansas. Empire is a member of several power pools and has major transmission interconnections with Arkansas Power and Light to the east, and Kansas Gas and Electric to the west. These interconnections and pooling agreements provide an additional source for firm power as well as power for emergencies. Recently, Empire, with 14 other investor owned companies of the Southwest known as Southwest Atomic Energy Associates, completed a five year research program on the use of atomic energy in the generation of electricity. Empire District employs 511 people and has an annual payroll of \$2,500,000.

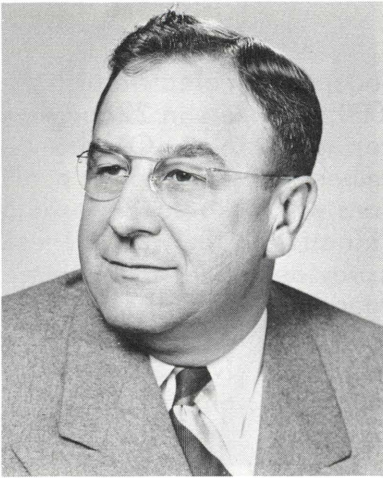
HORACE DUNAGAN, JR., President

MISSOURI BANKERS ASSOCIATION was organized in 1891. Its main function is to promote the general welfare and usefulness of banks and banking institutions and to secure uniformity of action through personal acquaintances and conferences on subjects of importance to banking, commercial and industrial interests in the state. Through the association, the Banks of Missouri have continued to encourage and lend financial assistance to all programs advantageous to the growth and prosperity of Missouri.



EDWIN M. CLARK, President

Growth innovation and service improvements have marked SOUTHWESTERN BELL TELEPHONE COMPANY'S history as the communications industry has advanced from the early telephone to the Telstar communications satellite. Today the company's seven-million telephones serve almost five-million customers in Oklahoma, Missouri, Texas, Kansas, Arkansas, and Illinois--a territory of more than one-half-million square miles. Communications services ranging from simple voice to more complicated television and data transmission are provided throughout this territory by open wire, underground cable and microwave radio relay. The company's 55,000 employees maintain a tradition of providing economical, useful and dependable communications services to all Southwestern Bell customers.

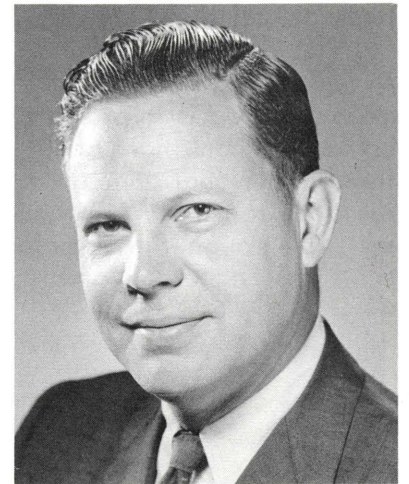


CHARLES CZESCHIN, President

The ARKANSAS MISSOURI POWER COMPANY and its subsidiary, Associated Natural Gas Company, serve more than 75,000 customers in 75 Missouri and 48 Arkansas communities. The territory served embraces over 8,300 square miles with an estimated population of 251,000. The area is very diversified including several important mining operations, thousands of acres of rich farmland, cattle raising and dairy farming. Because of a very favorable "industrial climate," many new and diversified manufacturing plants have recently located in the area and are contributing greatly to its economy. More than \$40-million has been invested in electric and natural gas facilities to render service to this progressive and prosperous section of our nation.

W. D. GRANT, President and Chief Executive Officer

BUSINESS MEN'S ASSURANCE COMPANY OF AMERICA was founded in 1909 in Kansas City, Mo., by W. T. Grant. BMA presently has 1,100 full-time representatives in more than 80 branch and district offices. It ranks 13th among stock life insurance companies in the nation, with more than \$2.5-billion of life insurance in force and a nearly equivalent amount of health insurance, measured in terms of premium income. BMA is the second largest life insurance company in Missouri in terms of life insurance in force.



GUY ROPER, President

Virtually every major truck line operating in or through Missouri is a member of the MISSOURI BUS AND TRUCK ASSOCIATION. Membership in M.B.T.A. is composed of common, contract, and private carriers. Functions of the association include keeping members up to date on the latest Federal and State laws and regulations applying to trucks. The association also represents the trucking industry in legislative matters, safety programs, and in industry-wide contacts with State and Federal officials. It regularly provides the State Commerce and Industrial Development Division and local communities with information on motor carrier service available and on rates for specific commodities between designated points.



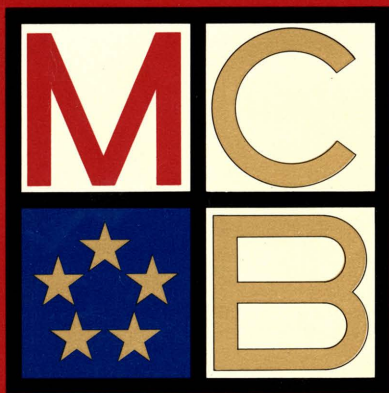
WILLIAM NEAL DERAMUS, President

KANSAS CITY SOUTHERN RAILWAY operates 1,650 miles of railway in a six-state area and employs over 3,400 people. Purchases of new freight cars reflect a policy of special equipment for special service. These cars, in addition to the normal purchase of cars in 200 and 300 lots, offer the shipper freedom to select equipment that best fits his needs. Although power rates are up, KCS passenger rates are down. An average of two and one-half cents per mile is among the most favorable in the country and is designed to attract a volume of business. The KCS is ready with the right power and equipment to meet the shipping and traveling cost needs of those in the area it serves.

WALTER E. BIXBY, President

KANSAS CITY LIFE INSURANCE CO., has for more than 68 years contributed in a large measure to the successful history of American life insurance. It is proud that it has helped gain the public confidence now enjoyed by the entire industry. Its stability has been proved through its close adherence to sound and scientific principles of legal reserve life insurance, through sound investments by trained investors and the consistently high character of its management. The company's original activities were confined to Missouri, but it now operates in 41 states and the District of Columbia.





MISSOURI
COMMUNITY
BETTERMENT